

Scottsdale Police Department



Annual Performance Report on 5-Year Strategic Plan

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Chief of Police

**FISCAL YEAR
2004/05**

Table of Contents

General Overview	3
Summary of Progress	4
Overview of Strategies Active FY 2004/05	7
Strategy Progress	8
1. 0 Reduced Crime	8
2.0 Organizational Excellence	13
3.0 Strengthened Relationships	25
4.0 Strengthened Homeland Defense	31
5.0 Advanced Technology Solutions	33
6.0 Enhanced Facilities	38
Errata- Adjustments Made to the Plan FY 2004/05	42

GENERAL OVERVIEW

In the Fall of 2004, command staff, Lieutenants and Civilian Managers of the Scottsdale Police Department came together to update the Department's 5-Year Strategic Plan and layout our vision for the future. The result was a focused blueprint incorporating key elements of previous strategic planning documents, performance and workload indicators, demographic trends, and citizen input. This "roadmap" to the future included six key strategic priorities for the Department:

- Reduced Crime
- Organizational Excellence
- Strengthened Homeland Defense
- Strengthened Relationships
- Advanced Technology Solutions
- Enhanced Facilities

During Fiscal Year 2004/05, the Department made significant progress toward these strategic priorities. The purpose of this Annual Performance Report is to summarize that progress, and to provide status information for each individual Strategy that was active during the year. The Annual Performance Report is prepared each year as part of the annual review and update process, and is published to the Department's website to provide public access.

SUMMARY OF PROGRESS

Following is a summary of the progress and current status of Police Department Strategies active during Fiscal Year 2004/05. This reporting period covers activity beginning July 1, 2004 through June 30, 2005. A total of 56 different Strategies were active throughout the 2004/2005 Fiscal Year. Twenty-five of the Strategies were completed during the fiscal year and 31 are continuing into subsequent years. The table below shows the number of Strategies Active, Completed, and Continuing for each Strategic Direction and supporting Objective.

Strategic Directions & Objectives	Strategies Active	Strategies Completed	Strategies Continuing FY05/06
1. Reduced Crime	7	4	3
1.1 Enhance Crime Prevention Initiatives	4	3	1
1.2 Enhance Enforcement Initiatives	3	1	2
2. Organizational Excellence	22	10	12
2.1 Develop Exemplary Leadership	4	1	3
2.2 Develop Employees	11	5	6
2.3 Develop the Organization	7	4	3
3. Strengthened Relationships	8	5	3
3.1 Strengthen Intra-Governmental Relations	2	2	0
3.2 Strengthen Internal & External Communications	2	1	1
3.3 Strengthen Community Relations	4	2	2
4. Strengthened Homeland Defense	3	1	2
4.1 Promote Prevention, Mitigation & Security Initiatives	1	1	0
4.2 Strengthen Readiness & Recovery Protocols	2	0	2
5. Advanced Technology Solutions	8	3	5
5.1 Advance Integration Capabilities	2	0	2
5.2 Advance Communications Technology	2	0	2
5.3 Advance Technology Support & Infrastructure	4	3	1
6. Enhanced Facilities	8	2	6
6.1 Develop New Facilities	6	2	4
6.2 Reallocate & Enhance Existing Facilities	2	0	2
TOTAL	56	25	31

OVERVIEW OF STRATEGIES ACTIVE FY 2004/05

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2005/06
Strategic Direction 1 - Reduced Crime			
1.1 Enhance Crime Prevention Initiatives			
1.1.1 Develop & implement a Juvenile Delinquency Prevention Initiative for school-aged children.	Q1		√
1.1.2 Review & revise Crime Analysis Unit products.	Q1	√	
1.1.3 Evaluate & enhance the current Crime Trends process.	Q3	√	
1.1.4 Review & enhance the Crime Prevention Officer role & function.	Q4	√	
1.2 Enhance Enforcement Initiatives			
1.2.1 Develop a downtown policing plan.	Q2	√	
1.2.2 Establish an additional Traffic Squad to address community needs.	Q3		√
1.2.3 Develop a Computer Crimes Investigation Unit.	Q4		√
Strategic Direction 2 – Organizational Excellence			
2.1 Develop Exemplary Leadership			
2.1.1 Include Dept. Strategic Action Plan goals & assignments as a component of performance evaluations.	Q2	√	
2.1.2 Assess the feasibility of using 360 interview information for promotion.	Q2		√
2.1.3 Develop a program to address leadership training needs.	Q1		√
2.1.4 Train management to provide career counseling to employees.	Q4		√
2.2 Develop Employees			
2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.	Q1		√
2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	Q1		√
2.2.3 Assess & enhance the Department's Transitional Duty Officer program & process.	Q2	√	
2.2.4 Evaluate & update the Department's hiring practices.	Q2	√	
2.2.5 Evaluate & improve Department's training technology for employee development.	Q2	√	
2.2.6 Conduct a complete review & assessment of the current promotional process for the ranks of Sergeant & Lieutenant.	Q3	√	
2.2.7 Reduce employee turnover.	Q3		√
2.2.8 Identify training needs for all employees that would assist in employee growth.	Q4		√
2.2.9 Evaluate & enhance the Master Police Officer (MPO) Program.	Q4		√
2.2.10 Develop a Spanish language Public Information Officer (PIO) Program.	Q4		√
2.2.11 Evaluate & enhance the Spanish Translator Program.	Q4		√
2.3 Develop the Organization			
2.3.1 Determine the support personnel needs within the Department & develop a three-year plan to achieve those needs.	Q1	√	
2.3.2 Recommend & implement best practices in recruitment of Spanish-speaking police employee candidates.	Q1	√	
2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.	Q1	√	
2.3.4 Conduct a department-wide General Order assessment & system redesign.	Q1		√
2.3.5 Establish a process to measure the number of Spanish calls for service.	Q3	√	
2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.	Q1		√
2.3.7 Assess the Police Department's current award & recognition system, & revise it if necessary.	Q4		√

OVERVIEW OF STRATEGIES ACTIVE FY 2004/05

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2005/06
Strategic Direction 3 – Strengthened Relationships			
3.1 Strengthen Intra-Governmental Relations			
3.1.1 Increase Police Department integration in neighborhood revitalization process.	Q2	√	
3.1.2 Develop a process for educating employees about the process of other City Departments & City Council.	Q3	√	
3.2 Strengthen Internal & External Communications			
3.2.1 Develop an effective communications process for Police Department operations.	Q1	√	
3.2.2 Conduct a methods assessment of the Department's existing internal & external communications processes.	Q2		√
3.3 Strengthen Community Relations			
3.3.1 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	Q1		√
3.3.2 Expand the Explorer program & enhance leadership support of the program.	Q1	√	
3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.	Q1	√	
3.3.4 Create & maintain community outreach programs with targeted populations.	Q2		√
Strategic Direction 4 – Strengthened Homeland Defense			
4.1 Promote Prevention, Mitigation, & Security Initiatives			
4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.	Q1	√	
4.2 Strengthen Readiness & Recovery Protocols			
4.2.1 Test emergency/recovery protocols & develop Citywide business recovery plans.	Q1		√
4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain this program.	Q1		√
Strategic Direction 5 – Advanced Technology Solutions			
5.1 Advance Integration Capabilities			
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	Q1		√
5.1.2 Eliminate duplicate data entry required for multiple Police databases during booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	Q3		√
5.2 Advance Communications Technology			
5.2.1 Identify alternative mobile devices for data communications.	Q4		√
5.2.2 Conduct refresher radio training for all employees who use radios.	Q1		√
5.3 Advance Technology Support & Infrastructure			
5.3.1 Establish a process for the annual review of strategic & operational technology initiatives as part of the budget process.	Q1	√	
5.3.2 Ensure back up of all mission-critical job functions.	Q1		√
5.3.3 Implement a five-year cyclic plan for replacement of existing crime lab equipment & instrumentation.	Q2	√	
5.3.4 Improve Department web capabilities.	Q1	√	

OVERVIEW OF STRATEGIES ACTIVE FY 2004/05

Strategic Direction 6 – Enhanced Facilities			
6.1 Develop New Facilities			
6.1.1 Identify, plan & implement a facility for the Downtown District.	Q1	√	
6.1.2 Plan, design & construct District 1 facility.	Q1		√
6.1.3 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	Q1		√
6.1.4 Plan, design & construct a Police & Fire Headquarters facility.	Q1	√	
6.1.5 Plan, design & construct the expanded Police & Fire Training facility.	Q1		√
6.1.6 Replace Mounted Unit facility.	Q1		√
6.2 Reallocate & Enhance Existing Facilities			
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	Q1		√
6.2.2 Expand District 3 covered parking & locker facilities.	Q1		√

STRATEGY PROGRESS

1.0 Reduced Crime

Objective 1.1

Enhance Crime Prevention Initiatives

- Deputy Chief John Cocca

"Prevention is the cornerstone to safe communities and neighborhoods. By investing in prevention programs, we know we have an impact on the quality of life for our citizens and we are able to reduce victimization occurring within our community." – Deputy Chief John Cocca

1.1.1 Develop & implement a juvenile delinquency prevention initiative program for school-aged children.

Measure of Success	Initiation Date	Target Date	Responsibility
A reduction in the number of "illegal substance abuse" arrests of Juveniles who are residents of Scottsdale. A reduction in the number of "Part I" (more serious) & Part II (less serious) crime arrests of juveniles by Scottsdale Police Department. Survey responses from schools indicating a reduction in reported juvenile drug & alcohol use.	09/2003	08/2005	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none"> LINKS Collaborative collected baseline juvenile delinquency statistics as part of the process for evaluating the pilot program of the "Lion's Quest" curriculum. Established a curriculum implementation committee which created an instructional book on the "Lion's Quest" curriculum. Presented proposed curriculum to the Scottsdale Unified School District Governing Board & Scottsdale City Council. Received approval from Scottsdale Unified School District to implement the curriculum during the 2005/06 school-year. Completed 2nd edition of the Teen/Parent Resource Booklet & distributed to all incoming Freshman at Scottsdale Unified School District. Posted the Teen/Parent Resource Booklet to the Police Department Internet site for public download. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 95% Continuing into FY 2005/06 On-Schedule 			

1.1.2 Review & revise Crime Analysis Unit products.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed internal & external audit of current Crime Analysis Unit products. Completed evaluation of current products resulting in updates, continuation of products "as is", or discontinuation of products. Through audits, the development & implementation of new products as needed. An established continual feedback process to evaluate products.	09/2004	10/2005	Mgr. Paul Bentley
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed an internal audit of the Crime Analysis Unit's current crime analysis products & gathered input from Patrol, Investigations & Command Staff related to updating the products &/or creating new products to meet Department needs. Completed Department-wide briefings to gather feedback from end-users of current Crime Analysis Unit products & get input for the creation of new analysis products. Created recommendation report for enhancements & began process of updating current analysis products based on the report. Developed & implemented a new Crime Analysis Unit Bulletin for the Department. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

1.1.3 Evaluate & enhance the current Crime Trends process.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed evaluation of the Crime Trends process determining the strengths & weaknesses of the program. Development of recommendations for strengthening & streamlining the process.	01/2005	07/2005	Lt. Craig Chrzanowski
Summary of Annual Progress			
<ul style="list-style-type: none"> Implemented a redesigned Crime Trends process utilizing the principles of COMSTAT, a nationally recognized crime reduction philosophy made famous by the New York Police Department. The new format, first utilized during the March Crime Trends meeting, includes accurate timely intelligence, rapid deployment, effective tactics, & relentless follow-up. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed March 2005 Ahead-of-Schedule 			

1.1.4 Review & enhance the Crime Prevention Officer role & function.

Measure of Success	Initiation Date	Target Date	Responsibility
This strategy will be completed when we identify, train & utilize supplemental crime prevention officers to provide crime prevention programs to targeted populations.	04/2005	04/2006	Deputy Chief John Cocca
Summary of Annual Progress			
<ul style="list-style-type: none"> Decentralized the Crime Prevention Unit & assigned current Unit personnel to a District to report directly to the District Commander. Opened & filled a 3rd Crime Prevention Officer position for assignment to a District to ensure all 3 Districts have a full-time Crime Prevention Officer. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed February 2005 Ahead-of-Schedule 			

Objective 1.2**Enhance Enforcement Initiatives****- Deputy Chief John Cocca**

“In an effort to impact Crime Reduction, we intend to assist neighborhoods with resolving crime related issues specific to their community. We will strive to provide each District Commander with the necessary resources to affect the quality of life within their specific area of responsibility.” – Deputy Chief John Cocca

1.2.1 Develop a Downtown Policing plan.			
Measure of Success	Initiation Date	Target Date	Responsibility
Communication will flow through a defined point of contact, which will enable focused resources to address the issues. Feedback consisting of statistical data, as well as attending on-going association meetings & continuing community partnerships during revitalization will ultimately be a measuring tool for success.	10/2004	03/2006	Lt. Tom Henny
Summary of Annual Progress			
<ul style="list-style-type: none"> Interviewed & selected Sergeants for the Downtown District squads as part of the Downtown Policing Plan. Completed Downtown Policing Plan goals & action plan, staffing recommendations, call signs & Downtown Patrol deployment strategy. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% 	<ul style="list-style-type: none"> Completed May 2005 	<ul style="list-style-type: none"> Ahead-of-Schedule 	

1.2.2 Establish an Additional Traffic Squad to address community needs.			
Measure of Success	Initiation Date	Target Date	Responsibility
A traffic squad in addition to the current traffic squad will be staffed with a sergeant & officers & will be operational.	01/2005	01/2006	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed site survey of the District 3 Detective area, which will house the new Motor Squad & new Park Unit. Completed procurement of majority of necessary officer duty equipment & office/computer equipment for additional Traffic Enforcement Squad. Completed order of 2 enforcement cars to be used by the DUI Squad upon the addition of the two budgeted officers. Completed necessary City purchasing documentation for procurement of additional Police Motorcycles for the Squad. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 20% 	<ul style="list-style-type: none"> Continuing into FY 2005/06 	<ul style="list-style-type: none"> On-Schedule 	

1.2.3 Develop a Computer Crimes Investigation Unit.

Measure of Success	Initiation Date	Target Date	Responsibility
The Computer Crimes Unit is operational, staffed with a supervisor & detectives & available to work on mission-specific violations & investigations.	04/2005	04/2006	Lt. Craig Chrzanowski
Summary of Annual Progress			
<ul style="list-style-type: none">Selected Computer Crime Investigation Unit Sergeant & Detectives.Completed 80 hours of Unit member training on Basic Data Recovery & Analysis, Computer InvestigationsCompleted selected member training on ENCASE & FTX investigative software.Completed procurement of AVID photo system, investigative equipment & office equipment for the Unit.Assigned selected Unit Detective to Department of Public Safety Computer Crime Investigation Unit.			
Year End Status			
<ul style="list-style-type: none">Percent Complete: 70%Continuing into FY 2005/06On-Schedule			

2.0 Organizational Excellence

Objective 2.1

Develop Exemplary Leadership

- Cmdr. Bill Wilton

"LEADERSHIP DEVELOPMENT is one of the most important objectives of the Police Department's 5 Year Plan. It is paramount that we develop our personnel and prepare them for the leadership role of the future. Preparation includes not only Training and Education, but opportunities to experience leadership situations as well." – Chief Alan Rodbell

2.1.1 Include Department Strategic Action Plan goals & assignments as a component of performance evaluations.

Measure of Success	Initiation Date	Target Date	Responsibility
Participation & progress made on Strategic Initiatives will be incorporated as part of the Lieutenant/Civilian Manager Evaluations.	10/2004	07/2005	Lt. Scott Popp
Summary of Annual Progress			
<ul style="list-style-type: none"> Incorporated Strategic Plan duties of Lieutenants & Civilian Managers as part of the dimensions on the Police Lieutenant & Civilian Manager Performance Evaluations. Distributed Department-wide Chief's Memorandum communicating the new process to all employees & availability of forms on the shared drive. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed June 2005 On-Schedule 			

2.1.2 Assess the feasibility of using 360 interview information for promotion.

Measure of Success	Initiation Date	Target Date	Responsibility
360 interviews or a similar product will be implemented as part of the promotion process or will have been determined to not be necessary or of benefit.	10/2004	10/2005	Lt. Steve Gesell
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed evaluation of potential use of 360 interviews as part of the promotional process & determined Department use of 360 interviews for personal development only. Worked with City Learning & Organizational Development Department to begin development of protocol for using 360 interviews post promotional. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 80% Continuing into FY 2005/06 On-Schedule 			

2.1.3 Develop a program to address leadership training needs.

Measure of Success	Initiation Date	Target Date	Responsibility
Training class critiques; Survey to all supervisors & above on satisfaction of training needs.	04/2004	10/2005	Lt. Jeff Smythe
Summary of Annual Progress			
<ul style="list-style-type: none"> Received budget approval for identified leadership training for all Supervisors & Managers. Began identification & selection of instructors for first round of training. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2005/06 On-Schedule 			

2.1.4 Train management to provide career counseling to employees.

Measure of Success	Initiation Date	Target Date	Responsibility
Supervisors will feel comfortable having dialogue about career paths with employees. Employees who are interested in information about career paths will have their needs met by their supervisor.	04/2005	09/2005	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none"> Collected baseline research material for the Department's Career Paths. Compiled list of all Department specialties & preferred training for special units. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 10% Continuing into FY 2005/06 On-Schedule 			

Objective 2.2

Develop Employees

– Cmdr. Barry Vassall

“The Development of our most prized key assets ‘ Our Employees’ is one of the top priorities of the Scottsdale Police Department Strategic Plan. Providing our employees with opportunities to grow professionally as well as personally will ensure that the citizens of Scottsdale receive the best quality service available for years to come.

–Deputy Chief Raymond Schultz

2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.			
Measure of Success	Initiation Date	Target Date	Responsibility
Established roadmaps for each identified line-level career mobility track. Clear identification of competencies & training required for success in the identified career tracks. Supervisors able to identify individual training needs to accomplish stated career goals. Training opportunities linked to specific competencies & skills. Verification through a survey to career track supervisors/commanders.	10/2003	07/2005	Lt. Mike Stauffer & Sgt. Jimmy Wasson
Summary of Annual Progress			
<ul style="list-style-type: none"> Distributed a survey to all civilian & sworn supervisors to collect information related to specific technical skills & training opportunities desired for successful track applicants. Assessed survey data for common traits & desired technical traits for each track. Identified career mobility tracks within the Administrative Services Bureau & established Key Result Areas for each track. Designed a document for distribution listing traits by career track & created a "how-to-use" training for department personnel. Began collaborating with I.S. to determine feasibility of using the City ASPEN system to house the career track information. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 90% Continuing into FY 2005/06 On-Schedule 			

2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completion of customer service training; Decreased citizen complaints related to attitude & lack of professional demeanor; Improved citizen satisfaction during LT & management quarterly inspections; Increased citizen praise & reduced complaints received via PD website & citizen survey. Completion of training.	10/2003	10/2005	Lt. Tony Gibson Mgr. Tom Dworzanski
Summary of Annual Progress			
<ul style="list-style-type: none"> Distributed a "Service Standards" electronic survey to Department employees & conducted a review of results for impact on employee development training. Completed Department adoption of identified service standards & adoption of the acronym "PRIDE" (Professional, Responsive, Initiative, Dignity & Excellence) to represent & market the standards. Created posters & pocket-cards for distribution of the service standards to all employees. Created a short video explaining the adopted service standards to employees. Incorporated video into required employee training accessed via the City's ASPEN system. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 98% Continuing into FY 2005/06 On-Schedule 			

2.2.3 Assess & enhance the Department's Transitional Duty Officer program & process.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of a consistent policy to be followed for the use of transitional duty employees differentiating between on-duty, off-duty & probationary employees.	10/2004	06/2005	Acting Deputy Chief Barry Vassall
Summary of Annual Progress			
<ul style="list-style-type: none"> Conducted an assessment of how other valley agencies deal with transitional duty officers & employees, & any differences between on-duty & off-duty injuries. Issued a special order outlining new procedures for the Personnel Manager monitoring & making all transitional duty assignments. Established a weekly reporting process to show all transitional duty personnel & current status. Revised Department General Orders to reflect new procedures. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed April 2005 Ahead-of -Schedule 			

2.2.4 Evaluate & update the Department's hiring practices.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of a process that allows viable applicants to pass all areas of the selection process, remain in the overall process longer, & result in the creation of a larger applicant pool.	10/2004	06/2005	Mgr. Cynthia Sawyer
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed evaluation of current Department hiring practices resulting in the identification of 3 areas for further evaluation & potential revision: background investigation packets & coordination with areas focused on during polygraph examinations, the current oral board process used for officer candidates, & declining physical fitness level of applicants from initial testing to hiring. Developed a new recruitment plan & submitted for review. Established time-lines for completion of various steps of background investigations & established a process for weekly & monthly case review & reporting. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed March 2005 Ahead-of-Schedule 			

2.2.5 Evaluate & improve the Department's training technology for employee development.

Measure of Success	Initiation Date	Target Date	Responsibility
The identification of additional methods of information sharing & non-traditional training. The use of these new methods/technologies.	10/2004	09/2005	Sgt. Jimmy Wasson
Summary of Annual Progress			
<ul style="list-style-type: none"> Purchased a Range 3000 computer-scenario training simulator. Acquired a Police Department only server & compatible video editing equipment to allow the Department to produce own training videos. Began Department training registration using the City's ASPEN system. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

2.2.6 Conduct a complete review & assessment of the current promotional process for the ranks of Sergeant & Lieutenant.

Measure of Success	Initiation Date	Target Date	Responsibility
An assessment of the current process along with suggestions for revision being presented to top staff for consideration & possible implementation.	01/2005	09/2005	Lt. Marcy Miller & Sgt. Larry Marmie
Summary of Annual Progress			
<ul style="list-style-type: none"> Conducted survey regarding employee non-interest in promotions & analyzed results. Completed a recommendation report & implemented recommendation to streamline the assessment center process. Conducted review of new process receiving positive feedback from assessors, staff & candidates. Initiated a pilot program to incorporate 360 degree evaluations for candidates. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

2.2.7 Reduce employee turnover.

Measure of Success	Initiation Date	Target Date	Responsibility
Identify & verify areas where higher than normal employee turnover is occurring. Determine & mitigate root causes. Reduce vacancies.	01/2005	12/2005	Lt. Marcy Miller & Mgr. Cynthia Sawyer
Summary of Annual Progress			
<ul style="list-style-type: none"> Initiated process to survey former employees to identify root causes of turnover in various Divisions. Partnered with City Human Resources for assistance with assessment. Completed surveys for one Department Division. Analyzed Academy attrition rates. Initiated expanded & improved "Pre-Academy" to address Academy attrition. Met with MCSO Academy staff to initialize communications. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 25% Continuing into FY 2005/06 On-Schedule 			

2.2.8 Identify training needs for all employees that would assist in employee growth.

Measure of Success	Initiation Date	Target Date	Responsibility
Identified specific training needs based on assignment, beyond entry-level assignment. Identified training outside of the SPD necessary to maintain & expand proficiency.	04/2005	03/2006	Lt. Mike Stauffer & Sgt. Jimmy Wasson
Summary of Annual Progress			
<ul style="list-style-type: none"> Upon evaluation, this Strategy was incorporated as part of Strategy 2.2.1 "Identify & maintain 'professional development' classes & workshops to define a career 'roadmap' for line personnel". 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: see note above Continuing into FY 2005/06 On-Schedule 			

2.2.9 Evaluate & enhance the Master Police Officer (MPO) program.

Measure of Success	Initiation Date	Target Date	Responsibility
Identify improvements to the MPO program so the MPO program is recognized as being a true career development component. Allow for the expansion of the MPO program, duties & responsibilities.	04/2005	10/2005	Lt. Marcy Miller
Summary of Annual Progress			
<ul style="list-style-type: none"> Compiled comparisons of selected programs at other agencies. Posted new self-tabulating application forms on-line for use. Resolved any technology issues or errors with the applications immediately when notified of the same. Established a committee to assist with evaluation & recommendations & scheduled committee meeting. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 10% Continuing into FY 2005/06 On-Schedule 			

2.2.10 Develop a Spanish language Public Information Officer (PIO) Program.

Measure of Success	Initiation Date	Target Date	Responsibility
This Strategy will be completed when the Department has identified, trained & utilized assistant PIO's who possess bi-lingual capabilities.	04/2005	10/2005	Sgt. Mark Clark
Summary of Annual Progress			
<ul style="list-style-type: none"> Selected & trained a Detective to function in the Spanish PIO capacity (30 hours formal training, 40 hours on-the-job training). Introduced Spanish PIO to Spanish language media. Spanish PIO conducted Spanish language media interviews. Made recommendation to Command Staff to identify & train more candidates interested in the function & develop an in-house training outline. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed June 2005 Ahead-of-Schedule 			

2.2.11 Evaluate & enhance the Spanish Translator Program.

Measure of Success	Initiation Date	Target Date	Responsibility
The current translator program has been thoroughly assessed & the usefulness has been verified through a quantitative analysis. The program has identified & implemented a process to identify new translators. Designed & implemented a plan/process to conduct additional outreach to both internal & external customers of the translator program.	04/2005	04/2006	Lt. Johnny Cervantes
Summary of Annual Progress			
<ul style="list-style-type: none"> Prepared & submitted to Command Staff a recommendation report on "best practices" for Spanish Translator Programs. Trained 2 new Spanish instructors. Certified 6 additional Spanish translators. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 85% Continuing into FY 2005/06 On-Schedule 			

Objective 2.3 Develop the Organization

– Cmdr. Dave Marshall

“The Organizational Development component of this strategic plan is focused on developing and implementing strategies that will meet current workloads while identifying deployment models to meet future growth. It is to ensure that employees are provided the training to maximize their productivity within their current position and provide opportunities, training and mentorship for career advancement through promotion or lateral options. The final but equally critical component of this objective is to ensure that we continue to promote a culture of support, encouragement, empowerment and sense of family among all employees, volunteers and stakeholders within the City of Scottsdale.” – Cmdr. Dave Marshall

2.3.1 Determine the support personnel needs within the Department & develop a three-year hiring plan to achieve those needs.			
Measure of Success	Initiation Date	Target Date	Responsibility
Support Staffing needs identified & a three-year hiring plan implemented by the Department to achieve the identified needs.	07/2004	04/2005	Mgr. Steve Garrett
Summary of Annual Progress			
<ul style="list-style-type: none"> Received approval on a Year-1 support-personnel staffing plan that was submitted to command staff. Completed & submitted budget documents required for implementation of the plan. Received Command Staff approval of proposed 5-year Support Personnel Plan for incorporation into the Department budget request process. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed April 2005 On-Schedule 			

2.3.2 Recommend & implement best practices in recruitment of Spanish-speaking police employee candidates.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completion of research study. Completion of recommendation report. Implementation of recommended best practices.	07/2004	07/2005	Mgr. Glen Olson
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed a survey of major police departments in the Southwest to determine “best practices” for recruitment of Spanish-speaking police employee candidates. Created & submitted to Sponsoring Commander a recommendation report. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed June 2005 Ahead-of-Schedule 			

2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.

Measure of Success	Initiation Date	Target Date	Responsibility
Personnel allocation models have been created for specified work areas in which managers are able to identify accurate personnel needs. Based on this information, managers are able to provide appropriate funding requests for additional personnel. As a result of these formal models, the Department is successful through the budget process in acquiring needed personnel.	01/2004	02/2005	Lt. Ernie Anderson & Mgr. Paul Bentley
Summary of Annual Progress			
<ul style="list-style-type: none"> Northwestern University representatives conducted an on-site presentation of the deployment study "interim report" results. Received final deployment study report from Northwestern University & submitted to command staff & the City Manager for final review & approval. Approved & accepted final Deployment Study report from Northwestern University consultants. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% 	<ul style="list-style-type: none"> Completed February 2005 	<ul style="list-style-type: none"> On-Schedule 	

2.3.4 Conduct a department-wide General Order assessment & system redesign.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of new General Order format & streamlined structure providing for easier reference; creation of guidelines for future policy development & on-going review & update.	01/2004	01/2007	Lt. Steve Yturralde
Summary of Annual Progress			
<ul style="list-style-type: none"> Prepared a draft manual of the new recommended General Orders format & submitted to Command Staff for review. Received Command Staff approval on new recommended General Orders format. Developed recommendations for streamlining the policy development process & ensuring Department-wide accountability for the process. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 50% 	<ul style="list-style-type: none"> Continuing into FY 2005/06 	<ul style="list-style-type: none"> On-Schedule 	

2.3.5 Establish a process to measure the number of Spanish Calls for Service (CFS).

Measure of Success	Initiation Date	Target Date	Responsibility
A Computer Aided Dispatch (CAD) command will be implemented to begin tracking the number of calls for service related to Spanish-speaking individuals. Implementation of new procedure for Records, Property & Evidence, & the Station Officer to create a call for service for Spanish-speaking citizen contacts. Implementation of new process for the Crime Analysis Unit to retrieve CAD data & provide an analysis of the Monthly Spanish CFS.	01/2005	07/2005	Lt. Johnny Cervantes
Summary of Annual Progress			
<ul style="list-style-type: none"> Identified & established criteria for the measurement of the number of Spanish Calls for Service recorded by the CAD system. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

2.3.6 Integrate revised Five-year Strategic Plan goals with PD Performance Measures & Annual Progress Report.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of a process to report Plan progress; Creation & tracking of work-load indicators that support budget & staff decisions; Production of Annual Report that incorporates Strategic Plan.	04/2004	06/2005	Mgr. Will Davis
Summary of Annual Progress			
<ul style="list-style-type: none"> Committee identified & documented options for completing the Department-wide evaluation & revision process. Strategy placed on hold pending completion of priority projects. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 50% Continuing into FY 2005/06 On-Hold 			

2.3.7 Assess the Police Department's current award & recognition system, & revise it if necessary.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of assessment & implementation of any recommended changes.	04/2005	04/2006	Lt. Ernie Anderson
Summary of Annual Progress			
<ul style="list-style-type: none">Created committee to study the award & recognition system.Began evaluation of current system & creation of Department-wide survey.			
Year End Status			
<ul style="list-style-type: none">Percent Complete: 20%Continuing into FY 2005/06On-Schedule			

3.0 Strengthened Relationships

Objective 3.1

Strengthen Intra-Governmental Relations

– Cmdr. Barry Vassall

“The purpose & importance of this objective is to establish two-way multi-directional communication among the city police department, other city departments & the city council in order to enhance understanding & promote cooperation for the purpose of achieving department goals & objectives.” – Cmdr. Barry Vassall

3.1.1 Increase Police Department integration in neighborhood revitalization process.			
Measure of Success	Initiation Date	Target Date	Responsibility
Documented patrol efforts in providing support & expanded efforts towards Code Enforcement of blight related violations. More direct involvement by Beat team personnel with neighborhood activities & PD participation with citizen efforts in neighborhood improvement projects.	10/2004	06/2005	Lt. Matt Roadifer
Summary of Annual Progress			
<ul style="list-style-type: none"> Developed an illegal parking advisory notice in an effort to increase parking compliance in revitalization areas through education & enforcement. Obtained authorization for District 1 Lieutenants to access the City's Code Enforcement database to allow the Department to track specific address complaints; trained Sergeants & Officers to begin using illegal parking advisory notices in conjunction with Code Enforcement. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

3.1.2 Develop a process for educating employees about the process of other City Departments & City Council.			
Measure of Success	Initiation Date	Target Date	Responsibility
The implementation of communication methods & increased attendance & participation in PD functions by Council/other City Departments. Decrease in publication in media of disagreements due to ongoing dialogue. Professional conversations between staff & Council. Free flow of information between all levels of staff & Council. Council/other employees knowing who we are & who to call regarding specific issues.	01/2005	07/2005	Lt. Marcy Miller & Mgr. Steve Garrett
Summary of Annual Progress			
<ul style="list-style-type: none"> Met with internal & external organizations/individuals to obtain input & help in developing methods of educating PD employees about other City Departments & City Council protocol. Met with Sponsor to determine possibilities with City CAPA. Met with Training Unit to evaluate feasibility of using a video-link set-up for viewing by PD employees. Reviewed City HR "New Employee Orientation" video for possible use in PD briefings & determined it not applicable to PD. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

Objective 3.2**Strengthen Internal & External Communications****– Cmdr. Mike Rosenberger**

"Effective communication, both internally and externally, is the foundation for all of the department's programs, goals, and objectives. The department is committed to developing and maintaining meaningful lines of communication within the police department, the larger City organization, and with the community we serve".

- Cmdr. Mike Rosenberger

3.2.1 Develop an effective communications process for Police Department operations.

Measure of Success	Initiation Date	Target Date	Responsibility
Standing meetings utilized to ensure consistency of information that impacts day-to-day operations. A greater understanding of department priorities by all employees regardless of rank. Employees will have the ability to voice their concerns & be an active participant in contributing useful suggestions up the chain of command.	12/2003	02/2005	Lt. Mike Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> Identified Department designees to supply meeting information to the Meeting Administrator as part of the technology solution proposed by the "Communications Process" Strategy committee. Completed training for Meeting Administrator & designated Department liaisons. Introduced the new process to Department employees. 			
Year End Status			
• Percent Complete: 100%	• Completed February 2005	• On-Schedule	

3.2.2 Conduct a methods assessment of the Department's existing internal & external communications processes.

Measure of Success	Initiation Date	Target Date	Responsibility
Increased awareness & accessibility to desired or needed information by employees & our citizens. Internal awareness measured by employee survey. Communication plan developed.	10/2004	09/2005	Lt. Mike Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> Identified committee members to review existing communications. Completed review & identification of existing PD communications methods. Completed a Department-wide survey via the Police-line Newsletter & tabulated the results. Began preparing a survey regarding the PD internet website & will use results to prioritize & implement improvements. 			
Year End Status			
• Percent Complete: 50%	• Continuing into FY 2005/06	• On-Schedule	

Objective 3.3 Strengthen Community Relations

– Cmdr. Sean Duggan

“One of our primary operational goals is to develop safer neighborhoods through community partnerships and participation. In order for us to be successful, we must have the confidence, support and respect of the people who live and work in Scottsdale. The community relations objective will enable us to develop a strong constituency base of public support, confidence and partnerships in order to help deliver effective police service.” – Cmdr. Sean Duggan

3.3.1 Develop a Scottsdale Police Department Museum to celebrate the history & culture of the Scottsdale Police Department.			
Measure of Success	Initiation Date	Target Date	Responsibility
A permanent police display supported by favorable citizen/police feedback & attendance records.	10/2003	08/2005	Lt. Marcy Miller
Summary of Annual Progress			
<ul style="list-style-type: none"> Initiated work on a "Virtual Police Museum" in partnership with Information Systems web staff. Distributed final Police Commemorative Badges to employees. Initiated ancillary project of approved western hats to continue promoting SPD heritage & build enthusiasm for the future Police Museum. Incorporated historical photographs into the SPD 2005 calendar & into each edition of the Police Line newsletter. Finalized commemorative hat project & announced availability for purchase & approval for wear. Contributed historic Police Department photos for inclusion in the Department newsletter "Police-line". Archived historic photos on CD & began selection of photos for upcoming "virtual museum". Identified display sites for standing Police Museum; received additional items & photographs from retirees. Began draft of concise narrative for Virtual Museum. Completed commemorative hat project. Adopted new badge to be issued Department-wide. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 25% Continuing into FY 2005/06 On-Schedule 			

3.3.2 Expand the Explorer program & enhance leadership support of the program.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed assessment of current Explorer Program; Identification of program improvements; Implementation of program improvements; Assessment of program improvements.	10/2003	03/2005	Lt. Todd Muilenberg
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed draft General Order & Manual revisions related to the Explorer Program. A new Co-Lead Advisor assumed responsibilities within the Post, & a new Explorer Advisor assumed responsibilities of assisting with training coordination. Implemented Firearms Training, Driver Training, & a Bike Patrol Program for members of the Explorer Program. Implemented a Communications training program for Explorers in Dispatch. Explorer Post sponsored a fundraising golf tournament at the Star Fire Country Club & began a solicitation drive to raise funds for attending the 2005 National Conference. Explorer Post assisted at Public Safety Day & performed a High Risk Stop demonstration for the public, receiving a commendation from Lt. Popp. Revised & updated all manuals & General Orders pertaining to the Explorer Program. Implemented annual program review presentation for staff. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed January 2005 Ahead-of-Schedule 			

3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.

Measure of Success	Initiation Date	Target Date	Responsibility
The members of the SPD will begin to donate resources to charitable organizations as a group & we will count the number of organizations affected, the number of employees who participate, the number of hours that are donated, & any other resources donated such as, money, food clothing, or labor.	01/2004	01/2005	Lt. Tony Markos
Summary of Annual Progress			
<ul style="list-style-type: none"> Identified a substantial list of potential charitable organizations. Developed a database to capture & track relevant information & Department involvement with the organizations. Expanded current list of charitable organizations. Communicated process & database availability to Department employees. Established a monthly reminder process via the Police-line Newsletter. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed January 2005 On-Schedule 			

3.3.4 Create & maintain community outreach programs with targeted populations.

Measure of Success	Initiation Date	Target Date	Responsibility
Develop a process to maintain citywide community outreach programs to targeted populations that are meaningful & useful to both the community & the police. Conduct an annual survey to measure successes.	10/2004	09/2005	Lt. Johnny Cervantes
Summary of Annual Progress			
<ul style="list-style-type: none"> Hosted a Hispanic Community Forum & developed outreach strategies for the Hispanic community. Incorporated the new outreach strategies into the Departments 5-Year Strategic Plan. Identified Spanish Immersion Program, acquired funding for training, identified potential Spanish translators in the Department, & selected 10 employees to attend Spanish Immersion Training. Created & submitted a "Best Practices" recommendation report to staff. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 80% 	<ul style="list-style-type: none"> Continuing into FY 2005/06 	<ul style="list-style-type: none"> On-Schedule 	

4.0 Strengthened Homeland Defense

Objective 4.1

Promote Prevention, Mitigation & Security Initiatives

– Cmdr. Burl Haenel

“The belief that it won't or can't happen here has been disproved by the tragic events of Sept. 11th and our own Human Resources incident. Remaining steadfast in protecting our community is a critical strategic initiative. Strengthening our defense through prevention, mitigation and recovery protocols will help create an appropriate response to both man-made and natural disasters”. – Cmdr. Burl Haenel

4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.			
Measure of Success	Initiation Date	Target Date	Responsibility
Security enhancements are implemented on a planned basis, with consistent components based on priority established by evaluation using constructed standards. The plans have been phased over time & are dependent upon available funding.	10/2003	09/2005	Dir. Marc Eisen & Lt. Pat Conner
Summary of Annual Progress			
<ul style="list-style-type: none"> Developed Sole Source request & Council Action for approval of Hirsch manufactured products as Sole Source product in a City-wide bid for access control systems & upgrades. Completed bid specifications for System Integrator to perform City-wide installations & maintenance for Hirsch access control equipment, CCTV equipment, & related digital video recorders & communications equipment. Evaluated Integrator proposals & awarded contract. Begin upgrade of existing Hirsch systems at One Civic Center & City Hall facilities, & conversion of existing readers to scramble/prox. Installed additional access controls at City mailroom/graphics building to secure mail screening x-ray, & conversion of existing system to Velocity platform. Completed a Request for Proposal for Security Guard services, reviewed & scored submitted proposals, & posted intent to award contract. Completed 13 Hirsch keypad installations at the Human Resources Main Street facility. Developed access requirements for Human Resources Main & issued proximity access cards to identified personnel. Awarded Security Guard contract to new vendor & met with vendor to develop transition plan. Cancelled existing temporary security contracts & developed revised post orders & procedures for new posts. Upgraded & consolidated City access control system to the Hirsch Velocity software platform; implemented Security Guard patrols under the new City-wide consolidated contract. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

Objective 4.2**Strengthen Readiness & Recovery Protocols****– Cmdr. Burl Haenel**

“The belief that it won't or can't happen here has been disproved by the tragic events of Sept. 11th and our own Human Resources incident. Remaining steadfast in protecting our community is a critical strategic initiative. Strengthening our defense through prevention, mitigation and recovery protocols will help create an appropriate response to both man-made and natural disasters”.

- Cmdr. Burl Haenel

4.2.1 Test emergency / recovery protocols & develop City-wide business recovery plans.

Measure of Success	Initiation Date	Target Date	Responsibility
Recurring emergency exercises of various scopes that will involve Police, Fire, & other City Departments. Each Department will have a system in place to resume services after an interruption.	10/2003	09/2005	Dir. Marc Eisen & Coord. Dan Porter
Summary of Annual Progress			
<ul style="list-style-type: none"> Distributed City Business Recovery Plan forms to ESAP Team. Completed individual meetings with Department's to have the plans & forms filled out. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2005/06 On-Schedule 			

4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain this program.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of program administration; Identification & purchase of equipment; Identification of training needs; Delivery of initial & on-going training; Revision of Standard Operating Procedures; Identification & implementation of grant administration; Recognition & institutionalization of Federal & State operational mandates.	04/2003	12/2005	Lt. Matt Roadifer
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed Request for Bid for personal protective equipment (PPE) suits & put out to vendors. Completed training of Grenadiers on Porta Count machine. Initiated & completed Department wide respirator (mask) testing, brining the Department in line with OSHA requirements. Completed Department-wide mask fit testing for issued gas masks to meet OSHA & Department requirements. Ordered & received sample protection suits in preparation for sizing all employees & issuing to all sworn personnel. Received a 2nd Mask Fit-Testing machine & sized approximately 425 employees in anticipation of issuing Level C suites. Identified basement of Fire Department building on Granite Reef/Indian School as the storage facility for the PPE equipment. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2005/06 On-Schedule 			

5.0 Advanced Technology Solutions

Objective 5.1

Advance Integration Capabilities

– Dir. Helen Gandara-Zavala

“Technology is cornerstone and a ‘thread’ throughout the operations of our organization. Providing advanced technology solutions ensures our capacity to continuously implement new tools and new ways of effectively doing our work, and enhanced means of providing communication links and networks. Keeping the focus on technology through adequate resources ensures that advanced technology solutions remain a top priority.”

- Director Helen Gandara-Zavala

5.1.1 Implement a new integrated suite of police applications to include Records Management System (RMS), Computer Aided Dispatch (CAD), Jail Management, Field Reporting & Message Switch.			
Measure of Success	Initiation Date	Target Date	Responsibility
A signed vendor contract. Hardware ordered. An agreed upon Project Schedule. An agreed upon Project Plan. An agreed upon Training Plan. Facilities ready to receive new hardware.	07/2003	03/2006	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Conducted the project kick-off meeting & CAD & I/Leads Core Team meetings as part of implementation of the new Police Suite with RMS, CAD, Jail Management, Field Reporting & Message Switch. Began software loads & training according to schedule as part of implementation of the new Police Suite with RMS, CAD, Jail Management, Field Reporting & Message Switch. Completed project coordination meetings with Intergraph for new Police applications with RMS, CAD, Jail Management, Field Reporting & Message Switch. Installed hardware for Intergraph CAD core system & CAD training system & completed CAD core group training. Completed I/CAD data conversion & acceptance test plan. Completed I/Mobile acceptance test plan. Completed CAD interfaces acceptance test plan. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 35% Continuing into FY 2005/06 On-Schedule 			

5.1.2 Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.

Measure of Success	Initiation Date	Target Date	Responsibility
Direct Entry into MCSO Pre-booking system from District 1 & District 2 Jails. Data feed developed from RMS to populate MCSO Pre-booking System. Integrated Greenbox project to receive data from current & future RMS & transmit to MCSO where applicable.	01/2005	04/2006	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Began development of specifications for program changes to software located at the Department, MCSO & DPS as part of the electronic booking & data transfer project. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 15% Continuing into FY 2005/06 On-Schedule 			

Objective 5.2**Advance Communications Technology****– Dir. Helen Gandara-Zavala**

5.2.1 Identify alternative mobile devices for data communications.

Measure of Success			
	Initiation Date	Target Date	Responsibility
Completion of research, testing, purchase & installation of both hardware & software components of a fully integrated handheld mobile connectivity solution, which includes the handheld PDA, wireless connectivity via an internal radio, service contract & support, batteries, desktop adapters, carrying cases, mounting kits, power cables, & software.	04/2005	06/2006	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Reached agreement with Motor Unit to pilot test small form factor clients. Requested approval for purchase of 3 high-speed wireless equipped laptops. Submitted plan to DPS for their approval of our use of EDGE technology. Established target date for start of 3 Motor Unit test as December 2005. Expecting laptops with EDGE modems to be available July 1, 2005. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 5% Continuing into FY 2005/06 On-Schedule 			

5.2.2 Conduct refresher radio training for all employees who use radios.

Measure of Success			
	Initiation Date	Target Date	Responsibility
End user ability to identify & correct some minor radio issues, & recognize a radio/radio system failure & the steps needed to overcome the failure. End user understanding of the benefits of using the correct radio accessories, & utilizing preventive maintenance to keep radios operating at the highest level possible. A reduction in reported issues that are attributed to user error or training.	10/2003	12/2005	Mgr. Tom Melton
Summary of Annual Progress			
<ul style="list-style-type: none"> Communications Engineer developed a new Communications plan & radio template. Repaired & readied for redeployment XTS 500 radios. Established a training plan & obtained approval from Supervisors to conduct training. Developed a training video for refresher training utilizing PD employees. Completed video scripts, edited video & arranged distribution of video to the Districts. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 90% Continuing into FY 2005/06 On-Schedule 			

Objective 5.3**Advance Technology Support & Infrastructure****– Dir. Helen Gandara-Zavala**

5.3.1 Establish a process for the annual review of strategic & operational technology initiatives as part of the budget process.

Measure of Success	Initiation Date	Target Date	Responsibility
Technology requests are submitted & reviewed by TSD staff; requests are integrated into the Police budget process; requests lead to sufficient technology resources to support “must have” strategic plan initiatives; requests lead to acquisition of new technologies/systems that serve as a valuable force multiplier for the Department.	10/2003	09/2004	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Submitted budget requests for AVL, Imaging & In-Field Citation technology. Prepared CIP requests for consideration of 802.11 technology & improved bandwidth to remote Police facilities. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed September 2004 On-Schedule 			

5.3.2 Ensure back-up of all mission-critical job functions.

Measure of Success	Initiation Date	Target Date	Responsibility
Each mission critical police application has more than one TSD &/or IS staff member trained to maintain the application. (This is an on-going Strategy as the Department adds &/or changes applications).	04/2004	06/2006	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Hired & began training a new Police Systems Integrator. Involved new systems integrator in the implementation of new Intergraph System. Completed documentation on how to maintain the Department's mission critical systems & began performance testing by I.S. technicians. Initiated training of select staff members on key mission critical functions associated with the new Intergraph Police systems & documented procedures for back-up & maintenance of the current systems. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 80% Continuing into FY 2005/06 On-Schedule 			

5.3.3 Implement a five-year cyclic plan for the replacement of existing crime lab equipment & instrumentation.

Measure of Success	Initiation Date	Target Date	Responsibility
Identify the life cycles of the current laboratory equipment, develop a list of equipment to be replaced during that five-year plan, develop a budget cost to implement that plan & then have the plan funded.	10/2004	06/2005	Mgr. Steve Garrett
Summary of Annual Progress			
<ul style="list-style-type: none"> Submitted & received command staff approval on Capital Improvement Project request for 5-Year plan for replacement of existing Crime Lab equipment & instrumentation. Received budget review committee approval on proposed five-year plan for replacement of existing Crime Lab equipment & instrumentation. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed March 2005 Ahead-of-Schedule 			

5.3.4 Improve Department web-capabilities.

Measure of Success	Initiation Date	Target Date	Responsibility
Formation & meeting of new Web Committee. Development & implementation of recommendations. On-going meetings & improvement to Web.	08/2003	06/2005	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Developed recommendations for improvements to Department web & presented to Police Web Committee in November 2004. Completed incorporation of Web Committee recommendations & additional requested content for PD website. Established a formal process for continual review & update of the Police Department web-site. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed April 2005 Ahead-of-Schedule 			

6.0 Enhanced Facilities

Objective 6.1

Develop New Facilities

– Cmdr. Burl Haenel

“Our facilities assist in the promotion of professional public safety service delivery and are therefore vital to our growing organization. Adequate and well-planned facilities ensure the effective and efficient delivery of public safety services to our community”. - Cmdr. Burl Haenel

6.1.1 Identify, plan & implement a facility for the Downtown District.			
Measure of Success	Initiation Date	Target Date	Responsibility
Identification of facility. Approval for Downtown District occupancy. Completion of planning for renovation needs. Completion of design of tenant improvements. Completion of tenant improvements. Completion of move-in.	07/2004	07/2006	Lt. Tom Henny
Summary of Annual Progress			
<ul style="list-style-type: none"> Identified options for Downtown District Facility & identified temporary workspace for current staff. Completed initial meeting to discuss design needs for the Downtown District facility. Identified District 1 Facility to house the Downtown Patrol function & provided recommendations to architects for remodel. Completed remodel of Bike office & break room in Covington Building. Formalized plan for Downtown District including taking possession of District 1 facility once vacated by current employees. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

6.1.2 Plan, design & construct District 1 facility.			
Measure of Success	Initiation Date	Target Date	Responsibility
Finalized building site. Completed planning phase. Completed design phase. Completed construction phase. Facility operational.	07/2004	06/2007	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed City Council award of design contract for District 1 Facility. Completed meetings with Design Team. Finalized interior layout of the building & began development of working drawings. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 35% Continuing into FY 2005/06 On-Schedule 			

6.1.3 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.			
Measure of Success	Initiation Date	Target Date	Responsibility
Finalized building site. Completed planning phase. Completed design phase. Completed construction phase. Facility operational.	10/2003	06/2007	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed City Council award of design contract for Police Operational Support Facility for Crime Lab & Property/Evidence. Completed meetings with Design Team. Finalized interior layout of the building & began development of working drawings. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 35% Continuing into FY 2005/06 On-Schedule 			

6.1.4 Plan, design & construct a Police & Fire Headquarters facility.			
Measure of Success	Initiation Date	Target Date	Responsibility
Identification of potential facility. Completion of feasibility study to determine if functions can be co-located. Receipt of permission to acquire. Completion of planning. Completion of design of tenant improvements. Completion of construction. Facility operational.	07/2004	06/2007	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed a feasibility study for the location of the new Police/Fire Headquarters. Received City Manager approval to move forward with the new Police/Fire Headquarters facility project. Completed a needs assessment for project development, detailed design process, budgeting, & City Council Action request. Completed planning of tenant improvements for occupancy of PD/Fire Headquarters building. Completed purchase of building, repairs & design work. Fire Department occupied building in April 2005, Police Department to follow. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2005 Ahead-of-Schedule 			

6.1.5 Plan, design & construct the expanded Police & Fire Training facility.			
Measure of Success	Initiation Date	Target Date	Responsibility
Approval from Tempe design review board. Completed design phase. Completed construction phase. Facility operational.	07/2004	06/2007	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Delivered site plans to the City of Tempe for consideration for the new Police/Fire Training Facility. Completed meetings with architect to develop a schedule for review of the final design of the facility. Completed preliminary meetings with architect & Fire Team & began detailed design process of facility. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 50% Continuing into FY 2005/06 On-Schedule 			

6.1.6 Replace Mounted Unit facility.			
Measure of Success	Initiation Date	Target Date	Responsibility
Success is determined by the implementation & completion of three project phases, which include planning, design, & construction. The final success will be realized when a fully functional mounted facility will adequately support 10 mounts, associated personnel & supplies. All without repeated repairs & "make do" methods for office space & storage of consumables.	07/2004	12/2005	Lt. Scott Popp
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed meetings with architect & City CPM. Developed bid specifications & RFP. City Purchasing posted RFP for potential bidders. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 40% Continuing into FY 2005/06 On-Schedule 			

Objective 6.2**Reallocate & Enhance Existing Facilities****– Cmdr. Burl Haenel**

6.2.1 Implement Homeland Security improvement projects for the Police Department & City.

Measure of Success	Initiation Date	Target Date	Responsibility
Each facility's new security enhancements become operational.	07/2004	01/2006	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Participated in the screening & selection process for Library Security Monitor positions. Developed construction schedule for City Hall & One Civic Center security improvements. Completed recommendations for Vista Del Camino remodel plan. Completed security facility improvements for City Human Resources & modified One Civic Center plan due to new tenant improvements being done to the building. Completed Information Systems front entrance security improvements. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2005/06 On-Schedule 			

6.2.2 Expand District 3 covered parking & locker facilities.

Measure of Success	Initiation Date	Target Date	Responsibility
Additional lockers & parking shade structures are in place.	01/2004	02/2006	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed procurement process & awarded contract for District 3 Locker & Parking facility expansion. Completed meeting with architect on drawings for District 3 parking shades & approved design of the shades. Received internal approval of plans & completed working drawings. Began expansion project. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 70% Continuing into FY 2005/06 On-Schedule 			

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Adjustments Made to the Plan During FY 2004/05

1. Combined the 3 related Deployment Study Strategies (1.2.1, 2.3.3, 2.3.5) into 1 Strategy under 2.3.3. "Develop Sworn & Civilian Staffing Allocation Model to Address Span of Control & Workload Issues" (Mgr. Paul Bentley, Deputy Chief John Cocca, Cmdr. Dave Marshall, 7/2004).
2. Changed the Strategy Title for 2.3.2 from "Increase Percentage of Multi-Lingual Employees Hired" to "Increase Percentage of Spanish Speaking Employees Through Hiring & Training" (Mgr. Glen Olson, Cmdr. Dave Marshall, 7/2004).
3. Combined the 4 related Police Technology Strategies (5.1.1, 5.1.2, 5.1.4, 5.1.6) into 1 Strategy under 5.1.1 & changed the Strategy Title from "Complete Procurement for an Integrated Suite of Police Applications" to "Implement New Integrated Suite of Police Applications to Include RMS, CAD, Jail Management, Field Reporting & Message Switch" (Dir. Joe Hindman, Director Helen Gandara-Zavala, 7/2004).
4. Combined the 2 related active Police Operational Support Facility Strategies (6.1.3, 6.1.8) into 1 Strategy under 6.1.8 & changed the Strategy Title from "Construct Police Operational Support Facility" to "Design & Construct Police Operational Support Facility for Crime Lab & Property/Evidence". Moved 6.1.8 from FY05/06 to FY04/05 (Cmdr. Burl Haenel, 7/2004).
5. Combined the 4 related District 4 Facility Strategies (6.1.2, 6.1.4, 6.1.12, 6.1.14) into 1 Strategy under 6.1.2 & changed the Strategy Title from "Implement Planning Phase for Land Acquisition & Construction of District 4 Facility" to "Plan, Design & Construct District 4 Facility" (Cmdr. Burl Haenel, 7/2004).
6. Combined the 3 related District 1 Facility Strategies (6.1.5, 6.1.9, 6.1.13) into 1 Strategy under 6.1.5 & changed the Strategy Title from "Implement Design Phase for Construction of District 1 Facility for Patrol, Bike, Traffic & HEAT Units" to "Plan, Design & Construct District 1 Facility" (Cmdr. Burl Haenel, 7/2004).
7. Combined the 2 related Police/Fire Training Center Strategies (6.1.6, 6.1.10) into 1 Strategy under 6.1.6 & changed the Strategy Title from "Implement Design Phase for Construction of Police/Fire Training Center" to "Plan, Design & Construct Police/Fire Training Center" (Cmdr. Burl Haenel, 7/2004).
8. Combined the 3 related District 3 Parking & Locker Strategies (6.2.2, 6.2.7, 6.2.9) into 1 Strategy under 6.2.2 & changed the Strategy Title from "Prepare & Submit City Capital Improvement Project Request for Expansion of District 3 Lockers" to "Expand District 3 Covered Parking & Locker Facilities" (Cmdr. Burl Haenel, 7/2004).
9. Combined the 4 related District 2 Remodel Strategies (6.2.4, 6.2.5, 6.2.6, 6.2.8) into 1 Strategy under 6.2.4 & changed Strategy Title from "Implement Planning Phase for Remodel of District 2 Communications Center" to "Remodel District 2 Communications Center & Basement Floor" (Cmdr. Burl Haenel, 7/2004).
10. Combined Strategy 6.1.11 "Construct Jail Facility" & Strategy 6.2.1 "Consolidate Jail Facilities" into a single Strategy under 6.2.1 (Cmdr. Burl Haenel, 9/2004) (Cmdr. Burl Haenel, 7/2004).
11. Moved Facility Hardening activities from 4.1.1 "Develop Policies, Protocols, & Equipment Standards to Implement Security Improvements to City Facilities" to 6.2.3 "Implement Homeland Security Facility Improvement Projects for the Police Department & City" (Cmdr. Burl Haenel, 10/2004).
12. Moved Strategy 1.2.4 "HEAT Team for District 2" from FY2004/05 to FY2005/06 (Deputy Chief John Cocca, 10/2004).
13. Moved Strategy 3.1.1 "Increase Police Department Integration in Neighborhood Revitalization Process" from 1st Quarter to 2nd Quarter, 2004 (Cmdr. Barry Vassal & Lt. Johnny Cervantes, 10/2004).
14. Renumbered Strategy 3.3.5 "Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department" from 3.3.5 to 3.3.1 to re-sequence Objective 3.3 Strategies for publication (PRA Division & Lt. Marcy Miller, 10/2004).

15. Modified scope & title of Strategy 2.2.6 from "Review promotional requirements for sworn & civilian employees, including pre-requisite training/work experience that might be mandated or suggested" to "Conduct a complete review & assessment of the current promotional process for the ranks of Sergeant & Lieutenant" (Deputy Chief Raymond Schultz, 11/2004).
16. Modified Strategy End Date from 09/30/2004 to 06/30/05 for 2.3.6 "Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report" (Cmdr. Dave Marshall, 10/2004).
17. Modified title of Strategy 5.3.1 from "Conduct annual review of strategic & operational technology plan that is tied to the budget process" to "Establish a Process for the Annual Review of Strategic & Operational Technology Initiatives as Part of the Budget Process" ; modified measures of success as appropriate (Dir. Helen Gandara-Zavala, 11/2004).
18. Modified definition of Strategy 1.1.1. "Develop & implement a juvenile delinquency prevention initiative program for school-aged children" from "A measurable reduction in juvenile delinquency" to "A reduction in the number of "illegal substance abuse" arrests of Juveniles who are residents of Scottsdale. A reduction in the number of "Part I" (more serious) & Part II (less serious) crime arrests of juveniles by Scottsdale Police Department. Survey responses from schools indicating a reduction in reported juvenile drug & alcohol use" (Lt. Frank O'Halloran, 11/2004).
19. Modified Strategy End Date from 09/2004 to 12/2004 for Strategy 5.2.2 "Conduct refresher radio training for all employees who use radios" (Mgr. Tom Melton, 11/2004).
20. Modified Strategy End Date from 12/2004 to 06/2005 for Strategy 4.2.1 "Test emergency/recovery protocols & develop city-wide business recovery plans" (Cmdr. Burl Haenel, 11/2004).
21. Modified Strategy End Date from 12/2004 to 06/2005 for Strategy 5.3.4 "Improve department web capabilities" (Dir. Joe Hindman, 11/2004).
22. Modified scope & title of Strategy 2.3.2 "Increase percentage of Spanish speaking employees through hiring & training" to "Recommend & implement best practices in recruitment of Spanish speaking police employee candidates" & modified Strategy End Date from 12/2004 to 07/2005 (Cmdr. Dave Marshall, 11/2004).
23. Modified Strategy End Date from 12/2004 to 01/2005 for Strategy 3.2.1 "Develop an effective communications process for Police Department operations" (Cmdr. Rosenberger, 1/2005).
24. Modified funding status from "NF" to "CIP" for Strategy 6.1.4 "Plan, design & construct a Police & Fire Headquarters facility" (Chief Alan Rodbell, 1/2005).
25. Modified Start Year from Year 2 to Year 4 for Strategy 6.2.3 "Consolidate Jail facilities" (Chief Alan Rodbell, 1/2005).
26. Modified Strategy End Date from 04/2005 to 08/2005 for Strategy 3.3.1 "Develop a Scottsdale Police Department Museum to celebrate the history & culture of the Scottsdale Police Department" (Chief Alan Rodbell, 1/2005)
27. Modified Strategy End Date from 10/2004 to 03/2005 for Strategy 3.3.2 "Expand the Explorer program & enhance leadership support of the program" (Cmdr. Sean Duggan, 1/2005).
28. Modified Strategy End Date from 12/2004 to 02/2005 for Strategy 5.2.2 "Conduct refresher radio training for all employees who use radios" (Dir. Helen Gandara-Zavala, 1/2005).
29. Modified Strategy End Date from 10/2006 to 10/2005 for Strategy 2.2.10 "Develop a Spanish language Public Information Officer (PIO) program" (Chief Alan Rodbell, 1/2005).
30. Modified Strategy End Date from 10/2004 to 03/2005 for Strategy 2.2.2 "Develop training for every employee (sworn & civilian) that will result in improved customer service to the community" (Lt. Tony Gibson, 1/2005).
31. Modified Strategy End Date from 09/2006 to 04/2006 for Strategy 3.1.3 "Establish shared initiatives with the new City Fire Department" (Cmdr. Barry Vassall, 1/2005).
32. Modified Strategy Leader from Lt. Johnny Cervantes to Lt. Matt Roadifer for Strategy 3.1.1 "Increase Police Department integration in neighborhood revitalization process" (Cmdr. Barry Vassall, 1/2005).

33. Modified Strategy End Date from 12/2004 to 01/2005 for Strategy 2.3.3 "Develop sworn & civilian staffing allocation model to address span of control & workload issues" (Mgr. Paul Bentley, 1/2005).
34. Modified Strategy End Date from 12/2004 to 01/2005 for Strategy 2.3.1 "Determine the support personnel needs within the Department & develop a three-year hiring plan to achieve those needs" (Mgr. Steve Garrett, 1/2005).
35. Modified Strategy End Date from 11/2004 to 06/2005 for Strategy 5.3.2 "Ensure back-up of all mission-critical job functions" (Dir. Joe Hindman, 1/2005).
36. Moved Strategy 1.1.4 "Review & enhance the Crime Prevention Officer role & function" from FY2004/05 Q4 to FY2004/05 Q3 (Deputy Chief John Cocca, 1/2005).
37. Modified Strategy Title for Strategy 3.2.2 from "Create a Multi-media Communication Plan that Delivers Significant & Timely Information, with Mechanism for Feedback" to 3.2.1 "Conduct a Methods Assessment of the Dept's Existing Internal & External Communications Processes" (Cmdr. Mike Rosenberger, Lt. Mike Anderson, 5/2005).
38. Added a new Objective to the Strategic Plan under Strategic Direction 2.0 "Organizational Excellence" titled "2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees" (Annual Update Retreat, 5/2005).
39. Moved Strategy 2.2.4 "Evaluate & Update the Department's Hiring Practices" & Strategy 2.3.2 "Recommend & implement best practices in recruitment of Spanish-speaking police employee candidates" from Objective 2.3 "Develop the Organization" to 2.4 "Enhance Recruitment, Hiring, Training & Retention of Probationary Employees" (Annual Update Retreat, 5/2005).
40. Added 4 new Strategies to Objective 2.4 "Enhance Recruitment, Hiring, Training & Retention of Probationary Employees" : 1) "Evaluate staffing & resources of the personnel unit", 2) "Establish a recruitment squad", 3) "Establish a Scottsdale Police Training Academy", & 4) "Reduce probationary employee turnover" (Annual Update Retreat, 5/2005).
41. Added 1 new Strategy to Objective 1.1 "Enhance Crime Prevention Initiatives" : 1) Increase District-based tactical crime analysis capabilities" (Annual Update Retreat, 5/2005).
42. Added 5 new Strategies to Objective 1.2 "Enhance Enforcement Initiatives" : 1) "Photo Radar pilot on the 101", 2) "Add a full-time Gang Detail", 3) "Formalize the Downtown District", 4) "Expand the K-9 Unit", 5) "Add a full-time Organized Crime Investigations Detail to include expanded forfeiture function" (Annual Update Retreat, 5/2005).
43. Added 1 new Strategy to Objective 2.2 "Develop Employees" : 1) "Standardized briefing training" (Annual Update Retreat, 5/2005).
44. Added 1 new Strategy to Objective 2.3 "Develop the Organization" : 1) ISO Accreditation for Crime Lab" (Annual Update Retreat, 5/2005).
45. Added 1 new Strategy to Objective 3.2 "Strengthen Internal & External Communications" : 1) "Create a web-based organizational chart process" (Annual Update Retreat, 5/2005).
46. Added 1 new Strategy to Objective 4.2 "Readiness & Recovery Protocols" : 1) Create a system to update & train on all emergency response plans" (Annual Update Retreat, 5/2005).
47. Added 2 new Strategies to Objective 5.2 "Advance Communications Technology" : 1) "Improve information available to Patrol", 2) "Establish a plan to provide adequate radio coverage in the Preserve area" (Annual Update Retreat, 5/2005).
48. Delete from the Strategic Plan Strategy 2.3.11 "Evaluate & enhance the Internal Affairs Process", because already completed under another initiative (Cmdr. Bill Wilton, Annual Update Retreat 5/2005).
49. Combined Strategy 2.2.8 "Identify Training Needs for Employee Growth" with Strategy 2.2.1 "Career Path Development Roadmap", & re-titled 2.2.1 to "Career Path Development Roadmap & Identification of Training Needs for Employee Growth" (Acting Deputy Chief Barry Vassall, 6/2005).

50. Modified Strategy End Date from 04/2005 to 04/2006 for Strategy 2.2.1 "Career Path Development Roadmap & Identification of Training Needs for Employee Growth" (Acting Deputy Chief Barry Vassall, 6/2005).
51. Modified Strategy End Date from 03/2005 to 10/2005 for Strategy 2.2.2 "Develop Training for Every Employee (Sworn & Civilian) That Will Result in Improved Customer Service to the Community & Heighten Employee Awareness of Measurable Standards" (Lt. Tony Gibson, Acting Deputy Chief Barry Vassall, 6/2005).
52. Modified Strategy End Date from 07/01/2005 to 12/31/2005 for Strategy 6.1.6 "Replace Mounted Unit Facility" (Cmdr. Burl Haenel, 6/2005).
53. Modified Strategy End Date from 03/2005 to 10/2005 for Strategy 2.2.2 "Develop Training for Every Employee (Sworn & Civilian) That Will Result in Improved Customer Service to the Community & Heighten Employee Awareness of Measurable Standards" (Lt. Tony Gibson, Acting Deputy Chief Barry Vassall, 6/2005).
54. Delete from the Strategic Plan Strategy 2.2.15 "Determine need for sworn training squad to do actual training. Determine need for a "backfill" squad to replace the squad who is receiving training" (Chief Alan Rodbell, 6/2005).
55. Move Strategy 2.2.10 "Develop a Spanish language Public Information Officer (PIO) Program" & Strategy 2.2.11 "Evaluate & enhance the Spanish Translator Program" from Objective 2.2 "Develop Employees" to 3.3 "Strengthen Community Relations" (Cmdr. Sean Duggan, 6/2005).
56. Delete from the Strategic Plan Strategy 3.1.4 "Collaborate with other City Departments to create a shared vision & mission" because goal has already been completed as part of another Strategy (Chief Alan Rodbell, 6/2005).

Compiled & Edited by the Police Planning, Research & Accreditation Division

This document, as well as the complete 5-Year Strategic Plan are available in PDF format on our website at www.scottsdaleaz.gov. Copies can also be obtained by contacting our Planning, Research & Accreditation Division. Comments are welcome and can be submitted to:

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